

## NADZEYA ZHUKAVA

Senior Consultant

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Aachen, Germany

### EXPERTISE

- ✓ **External performance / outcome / impact evaluation** of international projects/programmes for the international donors and implementing organisations.
- ✓ **Ex-ante evaluation / impact assessment of grant proposals** for the donors.
- ✓ **Capacity building / tailored advice on organisational development and fundraising** for NGOs and international organisations.
- ✓ **Targeted policy & context analysis and project formulation**, including sector and baseline studies, background reports, needs assessments, project identification and formulation.
- ✓ **Quality control of grant proposals and technical offers for service contracts** for international organisations, NGOs and private companies.
- ✓ **Thematic specialisation**: human rights; rule of law; gender equality & women's rights; migration & asylum and other aspects of democracy building and good governance.
- ✓ **Extensive geographic experience**:
  - **Eastern Europe, Central Asia and Turkey**: Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Ukraine, Uzbekistan, Turkey, desk work on Turkmenistan.
  - **Sub-Saharan Africa**: Djibouti, Ethiopia, Malawi, Senegal, South Africa, Tanzania; desk work on 15 other African countries as well as on **Asia** (India, Pakistan, Bangladesh, South-East Asia).

### EDUCATION

- MA in European Studies, College of Europe, Natolin, Poland; 1998-1999.
- BA in Public Administration and Management, European Humanities University, Minsk, Belarus and Institute of Political Sciences, Strasbourg, France; 1993-1998.

### TRAININGS

- Gender Mainstreaming (Gender Equality-Advanced Course), HREA, 2021.
- Monitoring & Evaluation in NGO Sector, HREA; 2016.
- Training on EDF and Budget procedures for EC external actions, MDF Consulting, Brussels; 2010.
- Euro-Mediterranean Migration and Development, European University Institute, Florence, 2006.
- Project Management, OSCE ODIHR, Warsaw, 2002.
- European Union Law, Policies and Institutions, Institute of Political Sciences of Lyon, France, 1997.

### OTHER SKILLS

- Trainer, event and conference manager.
- Career advisor and coach, translator / interpreter.

### LANGUAGES

English	fluent
French	fluent
Russian	fluent

Belarusian	native
Polish	fluent
German	intermediate

## PROFESSIONAL EXPERIENCE (detailed)

**ZhukConsult, Aachen, Germany**  
**Director/Senior Consultant**

**10/2016 – present**

Key assignments / contracts are presented below.

### External evaluation and monitoring of donor-funded projects:

- **International Partnership for Human Rights (IPHR), Brussels;** Final Evaluation of the EU-funded project '*Enhancing Cooperation and Dialogue between Civil Society and Government in the Area of Human Rights and Fundamental Freedoms*' (2021). The project promoted structural dialogue between CSOs and the government on fundamental rights. Role: senior evaluator (sole role).
- **Norwegian Helsinki Committee (NHC), Oslo;** Final Evaluation of the Norwegian Foreign Ministry-funded programme '*Support to civil society in Eurasia*' (2020). A small grants and capacity building programme aimed at supporting local CSOs/NGOs in Eastern Europe, South Caucasus and Central Asia. Role: team leader (team of four).
- **International Partnership for Human Rights (IPHR), Brussels;** Mid-term evaluation of the EU-funded project '*A Solidarity Initiative on Behalf of Human Rights Defenders in the Former Soviet Union*' (2018). The project provided support to human rights defenders at risk in Russia, Ukraine, Azerbaijan, Tajikistan and Kyrgyzstan. Role: team leader (team of two).
- **International Commission of Jurists (ICJ), Geneva;** Mid-term evaluation of the EU-funded project '*Human Rights Law Training and Exchange to Improve National Justice Systems in Central Asia*' (2017). The project supported lawyers, judges, other legal professionals in 5 Central Asian countries, who were introduced into the international human rights mechanisms. Role: team leader (team of two).
- **IPHR, Brussels;** Final evaluation of the EU-funded project '*Coordinated civil society action to monitor the implementation of international and national human rights obligations in Tajikistan*' (2019). The project supported local human rights CSOs working in the field of torture, domestic violence, rights of women with disabilities and other vulnerable groups. Role: senior evaluator (sole role).
- **European Commission DG DEVCO and DG NEAR;** Evaluation of the EU's External Action Support in the area of Migration 2008-2018 (2020). Role: senior expert (team member); responsible for the case studies on Moldova and the Eastern Partnership Panel on Migration, Mobility and IBM, evaluating EU assistance provided under budget support and project modalities. Role: senior evaluator (team member).
- **European Commission DG DEVCO;** Result-Oriented Monitoring (ROM) of the EU-funded project '*Protecting children affected by migration in Southeast, South, and Central Asia*' implemented by UNICEF. Monitored project components implemented in Central Asia (2020).
- **European Commission DG DEVCO;** Result-Oriented Monitoring (ROM) of the project '*Reinforcement of Professional Mobility in Western Africa*' (2018); implemented by Pôle Emploi, France; focus on building capacities of national employment agencies to stimulate legal labour migration. Role: mission leader (team of three).
- **European Commission DG DEVCO;** ROM of '*Pilot action on voluntary return and sustainable, community-based integration in South Africa, Malawi and Mozambique*' (2019), implemented by IOM; focus on state and NGO support to migrants returning from South Africa. Role: mission leader (team of two).
- **European Commission DG DEVCO;** ROM of 3 multi-country projects on *improving indigenous people's access to justice and social inclusion* (2019); implemented by ILO and international NGOs; focus on building capacities of indigenous communities to advocate for their rights. Role: senior expert (team member responsible for Tanzania).
- **Directorate for EU Affairs, Ministry of Foreign Affairs of Turkey;** ROM of the project '*Technical Assistance for Migration and International Protection Matters-Promoting Public Awareness*' (2019) aimed at promoting rights of migrants and positive outcomes of migration. Role: senior evaluator (sole role).

### Human Rights / Policy / Legal research:

- **European External Action Service;** Human Rights Policy Project - Studies of partner country progress in implementing seven core human rights conventions (2021). Updated (and substantially rewrote, given fundamental changes in local contexts) reports on implementation of UN human rights conventions by Armenia & Kyrgyzstan (ICCPR, ICESCR, CEDAW, CRC, CERD, CAT, Genocide Convention). Role: senior human rights analyst (team member).

### Organisational Assessment / Expert Advice / Training / Mentorship:

**International Partnership for Human Rights (IPHR), Brussels;** *Organisational Development and Strategic Revision Exercise* (2021), incl. facilitation of internal strategy revision workshops, evaluation of IPHR's cooperation with local partner CSOs/NGOs in Eastern Europe, South Caucasus and Central Asia as well as development of targeted recommendations. Role: external consultant (team of two).

- **International Partnership for Human Rights (IPHR), Brussels;** Trainings and mentorship on *strategic planning* for the benefit of grassroots NGOs and civic activists from Uzbekistan; expert advice, training and mentorship on *Monitoring, Evaluation and Learning / MEL system*; expert support in managing EU-funded project '*Establishing and operationalising a national civil society monitoring, coordination and response mechanism for advancing justice sector reform in Kyrgyzstan*' (2022-ongoing). Role: trainer and strategic/MEL advisor (sole role).
- **Norwegian Helsinki Committee, Oslo;** *NHC Vision Talks 2021* - internal strategy revision process and development of the new strategy for 2021-2023. Led staff discussions on NHC mission, vision, current and future priorities with a geographical focus on Eastern Europe, Central Asia and the Balkans. Role: external facilitator (sole role).
- **International IDEA, International Partnership for Human Rights, Health Right International, Helsinki Foundation for Human Rights** and others (2017-2021); prepared the curriculum and carried out tailored online and offline trainings on fundraising and grant proposal writing; provided advice on request (organisational development, M&E, fundraising & proposal writing, strategic planning, etc.). Role: trainer and advisor (sole role).
- **The International Foundation for Electoral Systems (IFES), Washington D.C.;** hired twice to provide advice on fundraising strategy and contract management issues in relation to EU funding. Role: external consultant (sole role).
- **Revanta BV, The Hague;** assisted a small privately-owned consulting company in fundraising and preparing grant proposals / technical offers for service contracts. Role: external consultant (sole role).
- **International Consulting Expertise (ICE), Brussels;** assisted in preparing technical offers for the EU framework contract tender (*EuropeAid Framework Contract SIEA2018, lot 3 'Human Rights, Democracy and Peace' and lot 4 'Human Development'*); ICE was awarded both contracts. Role: external consultant (sole role).

#### **Assessment of grant applications and NGO technical and institutional capacities (ex-ante evaluations):**

- **EU Delegation in Togo;** *2022 Call for Proposals (CfPs) under the EU CSO Thematic Programme*. Role: assessor of concept notes and full applications on freedom of assembly and association, gender equality, women's public participation and fight against gender-based violence. Max. amount of a single EU grant: *EUR 950,000*.
- **EU Delegation in Russia;** *2019 Call for Proposal under the Thematic Programme "Civil Society and Local Authorities 2014-2020*. Role: assessor of concept notes on gender equality and empowerment of women; protection of minorities, victims of domestic violence, persons with disabilities, indigenous people and children; social entrepreneurship and social inclusiveness. Max. amount of a single EU grant: *EUR 700,000*.
- **Eastern Partnership Civil Society Forum, Brussels;** *Call for Proposal Re-granting 2018*. Role: Selection Committee member and evaluator in Working Group 1 (Democracy, Human Rights & Good Governance).
- **European Commission DG DEVCO;** *2017 EIDHR Global Call for Proposals*. Role: assessor of concept notes and full applications on human rights defenders; children's rights; socio-economic rights; enforced disappearances and extra-judicial killings. Max. amount of a single EU grant: *EUR 1 Million*.
- **European Commission DG DEVCO;** *2016 EIDHR Global Call for Proposals*. Role: assessor of concept notes and full applications on women's human rights defenders; women's rights and gender-based violence; ethnic/religious/sexual discrimination. Max. amount of a single EU grant: *EUR 1 Million*.
- **European Commission, Service for Foreign Policy Instruments;** *2019 Call for Proposals "Support to civil society actors in preventing radicalisation in South Asia"*. Role: assessor of concept notes and full applications. Max. amount of a single EU grant: *EUR 550,000*.

#### **International Consulting Expertise / ECO3 / East West Consulting, Brussels**

**2009-2016**

##### **Project Manager**

Prepared tender proposals and provided backstopping of awarded contracts of the EU and EDF-funded CSO capacity building and rule of law projects and EU framework contract assignments in francophone and anglophone Africa, ENI and Asia. Provided occasional expertise as stated below.

#### **Key assignments as delegated expert (seconded to other organisations):**

- **EU Delegation to Belarus;** *Evaluation of EU Assistance to Belarus in 2005-2013 and Sector Study in the field of Migration and Asylum*: took part in evaluation of 15 EU-funded projects in the field of migration and asylum, implemented by UNHCR, UNICEF, IOM, ICMPD, ECRE and Belarusian government agencies; personally responsible for a comprehensive sector study, including analysis of relevant legislation and statistical data.
- **EU Delegation to Djibouti and IGAD;** *Monitoring of Regional Political Integration and Human Security Support Programme*, jointly implemented by African regional international organisations.
- **European Consultants Organisation (ECO3),** EU-funded Programme "*Increasing Non-State Actors' Implementation and Development Expertise in Nigeria*": assessed concept notes and full applications for small and large grants received from Nigerian CSOs. Projects proposals covered various areas incl. socio-economic rights, migration, gender equality and women's rights, capacity building of grassroots organisations, etc.

**Consultant in International Affairs, London, UK****2007-2009**

- **Ministry of Foreign Affairs of France**; prepared a *policy paper on Kazakhstan* related to the state of internal politics, power circles, general business climate and human rights situation.
- **Consortium of universities / private clients**; prepared a *research paper "Current status of Chinese migration into the Russia's Far East Region"*.

**OSCE Office for Democratic Institutions and Human Rights, Warsaw, Poland****2000-2006****Freedom of Movement/ Migration Officer**

Staff member position in an intergovernmental organisation with substantial project management responsibilities. Under the supervision of the Chief of Unit, responsible for monitoring the respect by OSCE participating States of their international human rights obligations in the field of migration & freedom of movement, including managing or assisting in management of technical assistance projects implemented in the OSCE 'target' region (ENI East and IPA regions according to the current EU definition). Organised and attended external migration-related events; maintained regular contacts with government officials of OSCE participating States, other stakeholders / donors and international and local NGOs. Carried out short-term expert field missions to the target region for the purpose of lobbying for change of government policy, project identification/formulation or implementation.

*ODIHR project experience in various roles (selected examples):*

- **AZERBAIJAN: *Technical Assistance to the Demilitarisation of the Border Service of Azerbaijan***, co-funded by the German government; extensive focus on human rights aspects, activities included a year-long training of 15 mid-rank Azerbaijan's border guards in Poland, exchange visits, on-site human rights trainings.
- **BELARUS, UKRAINE & MOLDOVA: *Freedom to choose one's residence - Assistance to reform of the Soviet-era propiska system***, co-funded by the EU; activities included legal reviews, round tables, study visits for national working groups, direct expert assistance to law making activities, etc.
- **KAZAKHSTAN as the destination country for labour migrants**; co-funded by CIDA, analysis of legal and socio-economic situation of labour migrants in Kazakhstan, cooperation with countries of origin (focus on Kyrgyzstan, Tajikistan and Uzbekistan), and development of policy recommendations.
- **KYRGYZSTAN: *Human Rights Training for Border Guards***, funded by the US government.
- **RUSSIA: *Training course on Migration, Asylum and Human Rights*** for the Russia's Law Institutes of the Ministry of the Interior, co-funded by CIDA; a tailored course was developed and tested in the Saratov Law Institute.
- **SOUTH CAUCASUS: *Introduction of UN Guiding Principles on Internal Displacement into the legislation of Armenia, Azerbaijan and Georgia***, co-funded by the US government.

**Belarusian Helsinki Committee, Minsk, Belarus****1996-1998****Head of Public Observation Unit**

Established the Observation Unit and recruited volunteers to serve as independent human rights observers during public demonstrations and as public defenders during court hearings. Trained and supervised the work of around 100 human rights defenders and observers from all over the country represented CSOs, political parties and individuals. Prepared or contributed to analytical reports, organised public events, carried out trainings, etc.